



# City of Miami Gardens

Strategic Plan 2009 - 2013

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## **CITY OF MIAMI GARDENS**

### **2009-2013 STRATEGIC PLAN**

#### **INTRODUCTION**

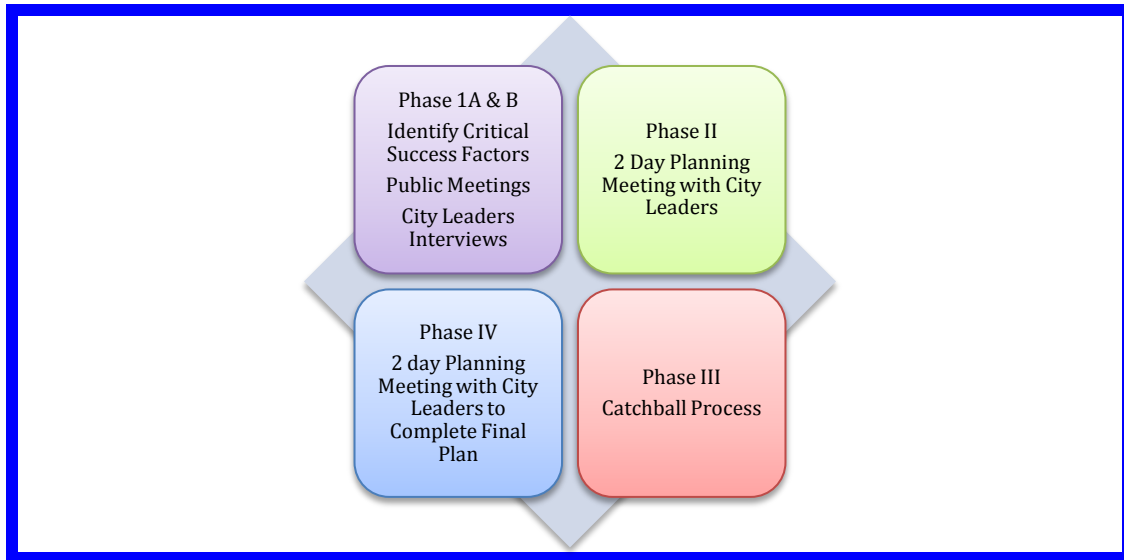
Under the direction of Mayor Shirley Gibson and the City Council, the leadership of the City of Miami Gardens agreed to engage in a four-phase process (Figure 1) to develop the 2009 – 2013 strategic plan.

When the City began strategic planning in 2005 the leadership stated unequivocally that it was important to articulate a set of deep and abiding operating principles that would guide the actions of all city employees and the council. During a very thoughtful and passionate dialogue seven (7) basic principles were identified. They are as follows:

#### **CITY OF MIAMI GARDENS OPERATING PRINCIPLES**

- Citizens have a voice and perceive the government as transparent, accessible, and accountable.
- Businesses thrive and contribute to the economic growth of the City and hire the residents.
- Viable partnerships exist between council, businesses, and homeowners to ensure interest and involvement in city government.
- Viable partnerships exist with local and state school boards to ensure resources to better educate the youth of Miami Gardens.
- There is a strategic plan in place to guide the use of financial and human resources.
- There is an internal structure where policies and processes are in place and working well.
- Others in Miami Dade County look and see a community that is vibrant, clean, and beautiful.

## THE STRATEGIC PLANNING PROCESS



*Figure 1 Strategic Planning Process*

### PHASE I – CITIZEN INVOLVEMENT: IDENTIFICATION OF CRITICAL SUCCESS FACTORS

The first step in the planning process was to understand what the citizens of Miami Gardens believed were the critical success factors for the City; i.e. the goals that had to be achieved to make Miami Gardens a world-class city. Focus group meetings were held in each Council member's district. These meetings were advertised and open to all citizens. The citizens identified ten (10) critical success factors (CSF); i.e. the goals that have to be achieved to make Miami Gardens a world class city. Further, the citizens expressed an expectation that these CSF's would be addressed in the strategic plan.

#### CRITICAL SUCCESS FACTORS

Code Enforcement	Services to Seniors
Civic involvement	Services to Youth
Communication to Citizens	Customer Service
Crime Prevention	Quality of Life
Education	Economic Development.

It is not surprising that these critical success factors aligned with the principals indentified by the City leaders in the 2005 strategic planning process. It clearly demonstrates alignment in thinking among the citizens and between the citizens and the City’s leadership. Further, it demonstrates that the leadership has been effectively communicating with the citizens.

**CITY LEADERSHIP INPUT – PHASE IB**

An additional set of information was collected from the city’s leadership. This information contained what the leadership team viewed as the priorities over the next 5 years, what resources existed to help the city achieve those priorities, and what challenges had to be managed to achieve the priorities. What emerged from those interviews was the following:

**PRIORITIES IDENTIFIED BY CITY LEADERSHIP**

Financial and Economic Development	Citizen Security and Safety
Customer Service	Construction of a new City Hall
Development of Parks and Recreation	Development of good people
City Image	Managing the City’s growth

**PHASE II & III: PLANNING MEETING AND CATCHBALL PROCESS**

In the first two-day planning meeting the leadership reviewed information from the community meetings and from their interviews. While they acknowledged some differences in priority between themselves and the citizens, they believed there was a general sense of agreement about the strategic choices the City had to make for this time frame. With the CMG operating principles as a foundation, the input of the residents, and the knowledge and expertise of the Mayor, Council, and administrative staff, six (6) priority areas were identified and goals, strategies and measures were developed.

**AREAS OF PRIORITY**

Organizational Effectiveness	Public Safety
Economic and Business Development	Education,
Internal and External Communication	Quality of Life and City Image

The next step in the process, known as catchball, is done as a reality checkpoint for the plan. Each department head was charged with analyzing the goals and strategies for their financial feasibility and technical and human resource requirements. Once this analysis was complete, the group reconvened,

presented their findings and agreed on the final plan. Additionally, they completed charts of roles and responsibilities for each goal and strategy. What follows is the plan for fiscal years 2009-2013.

### **PRIORITY AREA # 1-ORGANIZATIONAL EFFECTIVENESS**

<b>OBJECTIVE</b>	<b>GOALS</b>	<b>STRATEGIES</b>	<b>MEASURES</b>
Enhance the effectiveness of the organization	1. Strengthen leadership and management skills of employees	<p>1.1. Establish and implement professional development</p> <p>1.2 Create and implement Miami Gardens Leadership Certification Programs for supervisor, managers, and executives using inside, outside and on-line resources</p> <p>1.3 Develop career ladders to move employee from entry level to more skilled level positions</p>	<p>1.1.1 Hire one analyst by June 2009 and have the other on board by June 2010</p> <p>1.2.1 a Conduct training on managing performance, discipline, coaching and counseling, leadership, conflict resolution, project management, organizational change, communication, and motivation by January 2011</p> <p>1.2.1 b Train all employees on topics such as ethics in the workplace, sexual harassment, cultural diversity by December 2010.</p> <p>1.2.2 Conduct departmental training by December 2010 and follow up for new hires within first quarter of employment</p> <p>1.3.1 Review all job descriptions, determine class series, and implement program by January 2010.</p>
	2. Improve Employee Morale	2.1 Develop and enhance rewards and recognition programs (Outstanding Employee of the Month, Employee Suggestion and Departmental non-monetary Programs) to effectively motivate workforce	2.1.1 By June 2010 implement surveying of new hires within 60 days of hire, prior to completion of probationary period and end Of one year of employment.

## ORGANIZATIONAL EFFECTIVENESS (CONT.)

OBJECTIVES	GOALS	STRATEGIES	MEASURES
Enhance the effectiveness of the organization	3. Enhance City workforce technical skills: a) Enhance existing employee technical skill b) Assess technical skill of applicants	3.1 Establish a knowledge assessment process based on employee job descriptions	3.1.1 Implement knowledge assessment process by October 2011.  3.1.2 Implement citywide liaison groups to train and share information of business functions by Oct. 2009.
	4. Improve Citywide Customer Service  a) Improve Internal Customer Service  b) Improve External Customer Service	4.1 Create CMG Internal City Customer Service "Philosophy" • Customer Service • Vision, Mission • Admin Standards	4.1.1 Improve internal customer service" listed objective for each Department Director's and employee evaluation by Oct. 2009  4.1.2 Implement CMG training Oct. 2009  4.1.3 Distribute annual customer service surveys to internal and external customers December 2009
	5. Streamline and automate all processes	5.1 Develop Standardized processes and procedures citywide to improve the operating effectiveness of all departments    5.2 Standard Operating Procedures Implemented in each Department	5.1.1 All departments review operations and make recommendation on improving effectiveness in at least two areas by June 2009 and Implement recommendations by October 2009    5.2.1. SOPs completed for each Department by December 2009

## PRIORITY AREA # 2-BUSINESS AND ECONOMIC DEVELOPMENT

OBJECTIVES	GOALS	STRATEGIES	MEASURES
Advance Business & Economic Development in 3 established major corridors	1. Establish and define the City's economic development function.	1.1 Articulate the need & obtain consensus from decision makers.	1.1.1 Obtain agreement on definition of function and organization structure by Dec 2009
			1.1.2 Secure budget and commitment of dedicated resources (\$125k For first year) by Sept. 2009
			1.1.3. Recruit and hire staff by January 2010.
	2. Enhance retail & service mix	2.1 Develop a retail economic development strategy plan and document.	2.1.1 Document completed by March 2009, to include permit incentives, marketing plan, alternative funding mechanisms and other policies (predicated on accomplishment of goal #1)
		2.2 Conduct a business focus group.	2.2.1 Approval of designated body by July 2010
			2.2.1 Secure participation of 20% of businesses in the City by December 2010
		2.3 Develop a business directory.	2.3.1 Establish city sponsored magazine
		2.4 Market established economic development corridors on a regional and national level	2.4.1 Establish marketing plan by January 2011. Plan to include services and incentives to be offered by City.
			2.4.2 Establish clear responsibility for City's business and economic development functions within overlapping jurisdictions (Enterprise Zone, Empowerment Zones, etc.).
		2.5 Adopt zoning code/land development regulations that incentivize and otherwise encourage higher intensity and density mixed.	2.5.1 Adopt revised Zoning Code/Land Development Regulations by 2009, including the incorporation of new sign code

## BUSINESSS AND ECONOMIC DEVELOPMENT (CONT.)



OBJECTIVE	GOALS	STRATEGIES	MEASURES
Advance Business & Economic Development in 3 established major corridors	3. Redevelop existing industrial parks.	<p>3.1 Adopt enhanced landscape and streetscape standards that create a higher quality environment for new development and re-development.</p> <p>3.2 Insure adequate infrastructure and services (high-speed internet, sewer, transit, etc) within industrial parks.</p>	<p>3.1.1 Create economic incentive plan specifically for industrial parks (i.e. entertainment district zoning overlay, free trade zone)</p> <p>3.1.2 Adopt enhanced landscape standards as part of the City's new Zoning Code/LDR by December 2009.</p> <p>3.2.1 Identify, evaluate and coordinate with water, sewer, internet, &amp; telecommunication service providers by 2011.</p> <p>3.2.2 Work with Comcast to commit to internet upgrades in the industrial areas and major corridors by 2011.</p>
	4. Strengthen professional office base inventory.	<p>4.1 Establish a directory of available office space within the City</p> <p>4.2 Identify sites for development of new office space or redevelopment of existing office space.</p> <p>4.3 Market class A &amp; B office space development opportunities nationally and internationally.</p>	<p>4.1.1 Secure participation of 50% of office building management firms in the City by Dec. 2010</p> <p>4.2.1 Plot a map reflecting viable sites that meet zoning standards for high density office development by February 2011</p> <p>4.3.1 Work with publications (such as Black's Guide) to market the City for office space development and redevelopment by 2011.</p>

### PRIORITY AREA # 3-PUBLIC SAFETY

OBJECTIVES	GOALS	STRATEGIES	MEASURES
Create a community culture of safety	<p>1. Enhance Public Safety</p> <p>a) Decrease violent crimes by 15% (homicides, robberies, assaults, and sexual assaults.</p> <p>b) Decrease Total Part I crimes by 20%</p>	<p>1.1a Maintain budgeted staffing by actively recruiting and hiring new employees</p> <p>1.2a Create violent crimes squad to investigate and seek out and arrest violent offenders.</p> <p>1.3a Utilize advanced technology and crime analysis instruments to identify trends and deploy personnel effectively.</p> <p>1.4a Reduce the occurrences of violent crime by developing and maintaining a liaison with Parks and Code Enforcement to address safety and quality of life issues.</p> <p>1.5a Implement the Neighborhood Enrichment Division to prevent crime, address quality of life issues and solve neighborhood problems.</p> <p>1.1b Review all property sold at Pawn Shops.</p> <p>1.2b Conduct monthly body shop inspections to deter auto thefts</p>	<p>1.1.1 Ensure budgeted staffing each quarter is maintained.</p> <p>1.2a.1 Violent crime cases are solved and offenders arrested.</p> <p>1.3a.1 Crime Analysis Unit is able to provide up to the minute statistical information.</p> <p>1.4a.1 Division commanders utilize these resources to effectively deploy personnel.</p> <p>1.4a2. Liaison officers are designated and routine meetings are held.</p> <p>1.5a.1 Complete the hiring of 27 officers by October 1, 2011 to establish the CET.</p> <p>1.5.a.2 Full Community Policing component including training is implemented January 1, 2012.</p> <p>1.1b.1 Identification of burglary subjects and stolen property through pawnshop checks.</p> <p>1.2.b.1 Recovery of stolen vehicles and parts. Closure and/or fines assessment of improper businesses.</p>

## PUBLIC SAFETY (CONT.)

OBJECTIVE	GOALS	STRATEGIES	MEASURES
Create a community culture of safety	c) Enhance Community interaction with the Department to create safe environment.	1.1c Increase Neighborhood Watch Participation each year by 25 participants	1.1c.1 Additional Neighborhood Watch Programs created. Attendance and participation consistent. Org charts reflect an increase of at least 25 total participants program wide.
		1.2.c Increase participation in the Zero Tolerance Program to include one half of the City's licensed businesses.	1.2c.1A total of 1150 (one half of City registered businesses) new businesses are registered and signs are posted on site.
	2. Increase motorists safety & reduce traffic crashes in the City of Miami Gardens	2.1.a Implement and maintain Red Light Enforcement program.	2.1a.1Areas where "Red Light" Cameras are located show a reduction in crashes each year by 5%.
		2.2.a Create public education for traffic safety.	2.2a.1Total number of traffic crashes is reduced by 2% each year.
	a) Reduce traffic accidents by 10%.	2.3. a. Fully implement 6 members Traffic Unit.	2.3a.1Monthly traffic enforcement statistics consistent with deployment of personnel. Generated statistics at or above the performance standard determined by an average of officer productivity TBD each month.
		2.4.a Deploy SMART Trailers throughout City.	
		2.5a Certify 5 additional officers each year in Radar operation.	
	b) Increase DUI arrests by 25%	2.1b Conduct monthly DUI Checkpoints.	2.1b.1 Bi-monthly DUI checkpoints are conducted by staff and statistics incorporated in Council's Report. 2.1b.1 Number of DUI arrests increases by 5% each year.
		2.2.b Create a public safety campaign advising of Zero Tolerance of DUIs in CMG.	2.2.b.1 Coordinate 5 Public Service announcements each month in various media outlets.
		2.3b Create partnerships with local law enforcement agencies to assist in enforcement effort.	2.3b.1 Document participation of at least 1 other law enforcement agencies in MGPD's DUI checkpoint initiatives.

#### PRIORITY AREA # 4-QUALITY OF EDUCATION

OBJECTIVE	GOALS	STRATEGIES	MEASURES
Improve the quality of education in the City of Miami Gardens	<ol style="list-style-type: none"> <li>1. Research opportunities for taking control of the school system in City of Miami Gardens</li> <li>2. Create educational culture that is relevant to City of Miami Gardens residents</li> <li>3. Create a communal approach to education</li> </ol>	<ol style="list-style-type: none"> <li>1.1 Complete the education program feasibility study</li> <li>2.1 Conduct an analysis of the most advantageous education model for City of Miami Gardens parents and students</li> <li>3.1 Establish an education model to achieve excellence in education in City of Miami Gardens</li> </ol>	<ol style="list-style-type: none"> <li>1.1.1 Define options for acquisition and financing of school systems by January 2010</li> <li>2.1.1 Complete education model - analysis for K-12 by December 2010</li> <li>2.1.2 Complete education model - analysis for adults by June 2011.</li> <li>3.1.1 Identify private partners for vocational expertise and funding by October 2012</li> </ol>

## PRIORITY AREA # 5-QUALITY OF LIFE AND CITY IMAGE

OBJECTIVE	GOALS	STRATEGIES	MEASURES
Enhance overall quality of life for residents and businesses of CMG (our image)	<p>1. Improve City Identity and image</p> <p>2. Improve City infrastructure.</p>	<p>1.1 Establish a branding campaign.</p> <p>1.2 Participate in the Baldrige Award Process</p> <p>2.1 Reinforce the use of City of Miami Gardens as a principle address</p> <p>2.2 Prioritize 22 zones for sidewalk repairs in the entire City.</p> <p>2.3 Rebuild and landscape NW 7<sup>th</sup>Ave between 183<sup>rd</sup> and 199 Street.</p> <p>2.4 Standardize Right of Way</p> <p>2.5 Increase City wide tree canopy</p>	<p>1.1.1 Implement by end of Nov 09</p> <p>1.2.2 Obtain Baldrige Award by September 2011.</p> <p>2.1.1a Formalize the use of CMG in all media by 2010</p> <p>2.1.1b Publish 20 articles on how to change address by 2010.</p> <p>2.2.1 Repair 7 zones annually to complete 22 zones by 2011</p> <p>2.3.1 Complete work by September 2010</p> <p>2.4.1 Develop plan by December 2009</p> <p>2.5.1 Increase by 6% by 2011</p>

## PRIORITY AREA # 6- INTERNAL AND EXTERNAL COMMUNICATION

OBJECTIVE	GOALS	STRATEGIES	MEASURES
Improve internal and external communication	1. Improve throughout the entire organization	1.1 Develop a communication plan	1.1.1 Implement a City wide communication plan by Feb 2010.
		1.2. Develop an employee newspaper.	1.2.2 Publish monthly employee newsletter by December 2009.
	2. Improve communication to city residents and others	2.1 Develop a city newspaper	2.1.1 Implement a community newspaper by Oct 2010
		2.2 Create information sessions for employees, residents, businesses, and visitors	2.2.1 Formalize informational workshops monthly/quarterly by November 2009
		2.3 Use English and Spanish for all public announcements.	2.3.1 Standardize use of English & Spanish for All public announcements by Oct 2010 (determine need for Creole after 2010)
		2.4 Improve online presence through City website	2.4.1 Complete website development by December 2009
		2.5 Produce quarterly newsletter mailer	2.5.1 Implement quarterly newsletter mailer by Dec 2009

## APPENDIX

### ORGANIZATIONAL EFFECTIVENESS – ROLES & RESPONSIBILITIES

STRATEGY	LEAD DEPART	FINAL AUTHORITY	INPUT	OWNER	LEAD DEPART
1.1. Establish and implement professional development	HR	HR	HR	HR	HR
1.2 Create and implement Miami Gardens Leadership Certification Programs for supervisor, managers, and executives using inside, outside and on-line resources	HR	HR	HR	HR	HR
1.3 Develop career ladders to move employee from entry level to more skilled level positions	HR/All	HR	HR	HR	HR/All
2.1 Develop and enhance rewards and recognition programs (Outstanding Employee of the Month, Employee Suggestion and Departmental non-monetary Programs) to effectively motivate workforce	HR City Manager	HR	HR	City Mgr.	HR City Mgr
2.2 Create and implement employee communications forum	City Manager	City Manager	HR	City Mgr.	City Mgr
3.1 Establish a knowledge assessment process based on employee job descriptions	HR	HR	HR	HR	HR
4.1 Create CMG Internal City Customer Service “Philosophy” Customer Service Vision, Mission Admin Standards	Council City Manager	Council City Manager	HR	Council City Mgr.	Council City Mgr
5.1 Develop Standardized processes and procedures citywide to improve the operating effectiveness of all departments	All	All	HR	City Mgr.	All

## BUSINESS AND ECONOMIC DEVELOPMENT – ROLES AND RESPONSIBILITIES

GOAL/STRATEGY	LEAD DEPART OWNER	FINAL AUTH	INPUT	INPUT	INPUT	INPUT
1.1 Articulate the need and obtain consensus from decision makers	Community Development	Planning & Zoning	City Admin.			
2.1 Develop a retail economic strategy document	Community Development	Planning & Zoning	Code Enforce	Building		
2.2 Establish a business focus group	Community Develop	Planning & Zoning	Code Enforce	Building		
2.3 Develop a Business Directory	Community Development	Panning & Zoning	Code Enforce	Events & Media		
2.4 Market established economic development corridors on a regional and national level	Community Development	Planning & Zoning	Events & Media	Information Technology		
2.5 Adopt zoning code/land development regulations that incentivize and otherwise encourage higher intensity and density mixed use development within the city's major corridors.	Planning & Zoning	Public Works	Building	Community Develop	Code Enforce	City Admin
3.1 Adopt enhanced landscape and streetscape standards that create a higher quality environment for new development and redevelopment	Public Works	Planning & Zoning				
3.2 Insure adequate infrastructure and services (high-speed internet, sewer, transit, etc) within industrial parks.	Public Works	Capital Projects	Planning & Zoning			
4.1 Establish a directory of available office space within the City	Community Development					
4.2 Identify sites for development of new office space.	Community Development	Planning & Zoning				
4.3 Market class A & B office space development opportunities locally and nationally.	Community Development	Events & Media				



## PUBLIC SAFETY – ROLES AND RESPONSIBILITIES - 1

GOAL/STRATEGY	LEAD DEPT OWNER	FINAL AUTH	INPUT	INPUT	INPUT	INPUT	INPUT	INPUT
1.1.aMaintain budgeted staffing by actively recruiting and hiring new employees while maintaining a culturally diverse organization.	HR	PD	PD	HR	Procurement	IT		
1.2.aCreate a violent crimes squad to investigate, seek out and apprehend violent offenders.	PD	PD	PD					
1.3.aUtilize advanced technology and crime analysis instruments to identify trends and deploy personnel effectively.	PD	PD	PD	IT				
1.4aReduce the occurrences of violent crime by developing and maintaining a liaison with Parks and Code Enforcement to address safety and quality of life issues.	PD	PD	PD	Parks	Code			
1.5a Implement the Neighborhood Enrichment Division to prevent crime, address quality of life issues and solve neighborhood problems.	HR	PD	PD	HR	Procurement	Fleet	IT	Finance
1.1.bReview all property sold at Pawn Shops	PD	PD	PD					
1.2.bConduct monthly body shop inspections to deter auto thefts.	PD	PD	PD					
1.1. c Increase Neighborhood Watch Participation each year by 25 participants.	PD	PD	PD	Procurement	Building	Finance	IT	
1.2.c Increase participation in the Zero Tolerance Program to include one half of the City's licensed businesses	PD	PD	PD	Procurement				

### PUBLIC SAFETY – ROLES AND RESPONSIBILITIES – (CONT.)

GOAL/STRATEGY	LEAD DEPT OWNER	FINAL AUTH	INPUT	INPUT	INPUT	INPUT
2.1. a Fully implement and maintain Red Light Enforcement program.	PD	PD	PD	Public works	Zoning	City Attorney
2.2. a Create public education program for traffic safety.	PD	PD	PD	Parks	Sp. Event	SCG
2.3. a Fully implement six member Traffic Unit.	PD	PD	PD			
2.4. a Deploy SMART Trailers throughout City.	PD	PD	PD			
2.5. a Certify five additional officers each year in radar operation.	PD	PD	PD	Procurement		
2.1.b Conduct bi-monthly DUI Checkpoints.	PD	PD	PD			
2.2.b Create a public safety campaign advising of “Zero Tolerance” of DUIs in CMG. Specifically target school age and college level students.	PD	PD	PD	Special Events	IT	
2.3.b Create partnerships with local law enforcement agencies to assist in enforcement effort.	PD	PD	PD	Other LE		

### QUALITY OF EDUCATION – ROLES AND RESPONSIBILITIES

GOAL/STRATEGY	LEAD DEPART/OWNER	FINAL AUTHORITY	INPUT
1.1 Complete the education	City Manager	Council/City manager	Finance/City Attorney
2.1 Conduct an analysis of the m	City manager	Council/City Manager	Council Manager
3.1 Establish an education model	City Manager	Council/City Manager	Council/Manager

### QUALITY OF LIFE AND CITY IMAGE – ROLES & RESPONSIBILITIES

GOAL/ STRATEGY	LEAD DEPT OWNER	INPUT	INPUT	INPUT	INPUT	INDIRECT INVOLVEMENT
1.1 Establish a branding campaign	Event Media	Event Media	Procure	City Attorney Economic Develop	Assistant City Mgr Consultant Council	Community, Businesses, Residents, Stakeholders, Etc.
1.2 Participate in the Baldrige Award Process	City Manager Consultant or In house	City Mgr.	All Depart Heads	Finance Procure (Required)	All Depart Heads	Cities of Coral Springs, Oakland Park, Baldrige Panel
2.1a Reinforce the use of CMG as a principle address	City Manager	Event Media	Zoning Depart	Economic Development	Post Office Mapping System (Google, GPS, STS)	Community Contractor Hired
2.1b Publish 20 articles on how to change address by 2010						
2.2 Prioritize 22 Zones for sidewalk repairs in the entire City	Public Works	Public Works	Procure	Finance	Public Works Assessment Book	
2.3 Rebuild & Landscape NW 7 <sup>th</sup> Avenue	Public Works	Public Works	County	Procurement Finance	County Residents	FPL, NMB, Resident
2.4 Standardize right of way	Zoning Zoning Ordinance	Public Works	Zoning	Finance Procurement	Consultant	Developer Property Owner
2.5 Increase Citywide tree canopy	Public Works	Public Works	Procure	Finance	Residents Business Urban Forestry	Community

## PHOTOS FROM COMMUNITY MEETINGS



